

Preliminary Results for CEWD 2021 Survey Contractors



Executive Summary from the 2021 Survey Data

- The workforce for contractors is extremely young.
- Minorities represent 29% of this total population.
- In line with the young population, there is a high turnover rate, with 94.7% of the population leaving within the first 5 years.
- There is low retirement risk, considering the age composition of the workforce.
- Interestingly, non-minorities attrition was less in 2020 when compared to 2019. On the other hand, minorities attrition increased 2020 (to 2019).
- Overall hiring decreased in 2020 presumably due to the global health crisis.

Key Jobs

For the purpose of this presentation, when we refer to the key jobs within the electric and gas sector, we are referring to the following jobs

Electric Key Jobs

- Line Worker/Underground Technician
- Craft Operator
- Crane Operator
- Project Manager
- Substation Technician
- Estimator

Gas Key Jobs

- Laborers
- Foreman
- Heavy Equipment Operators
- Fusers
- Welders
- Safety/Quality Compliance
- Horizontal Drilling

Industry Size

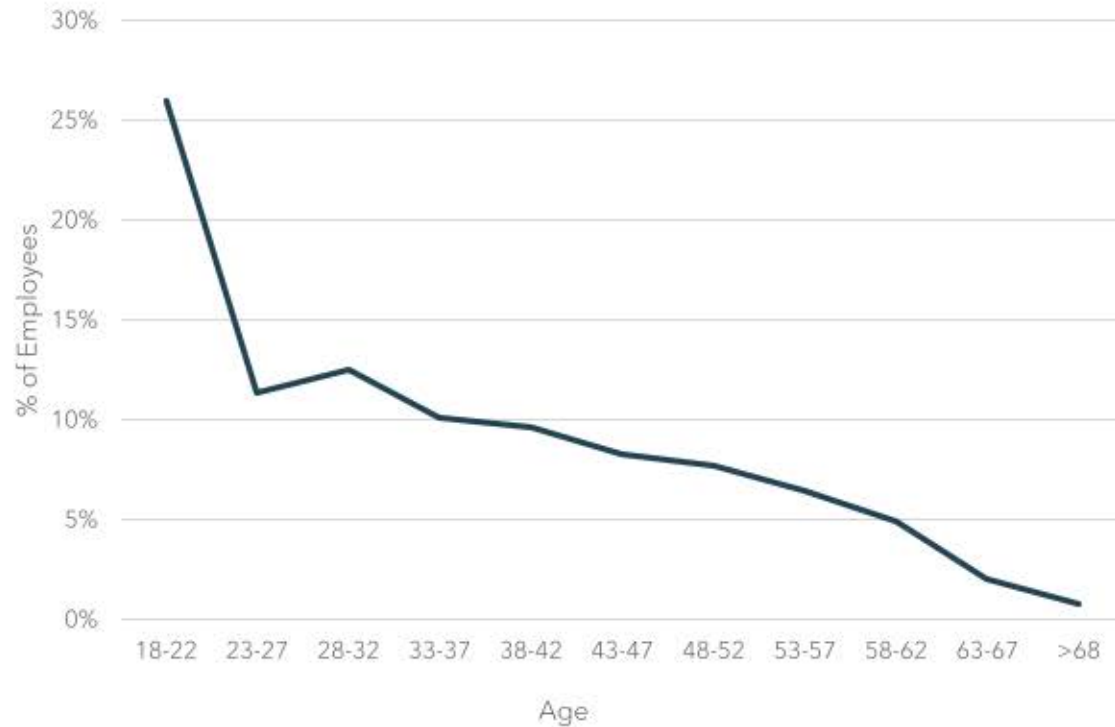
28,008 employees

56%
Come from
key jobs

40%
Come from
related roles

4%
Come from
corporate
roles

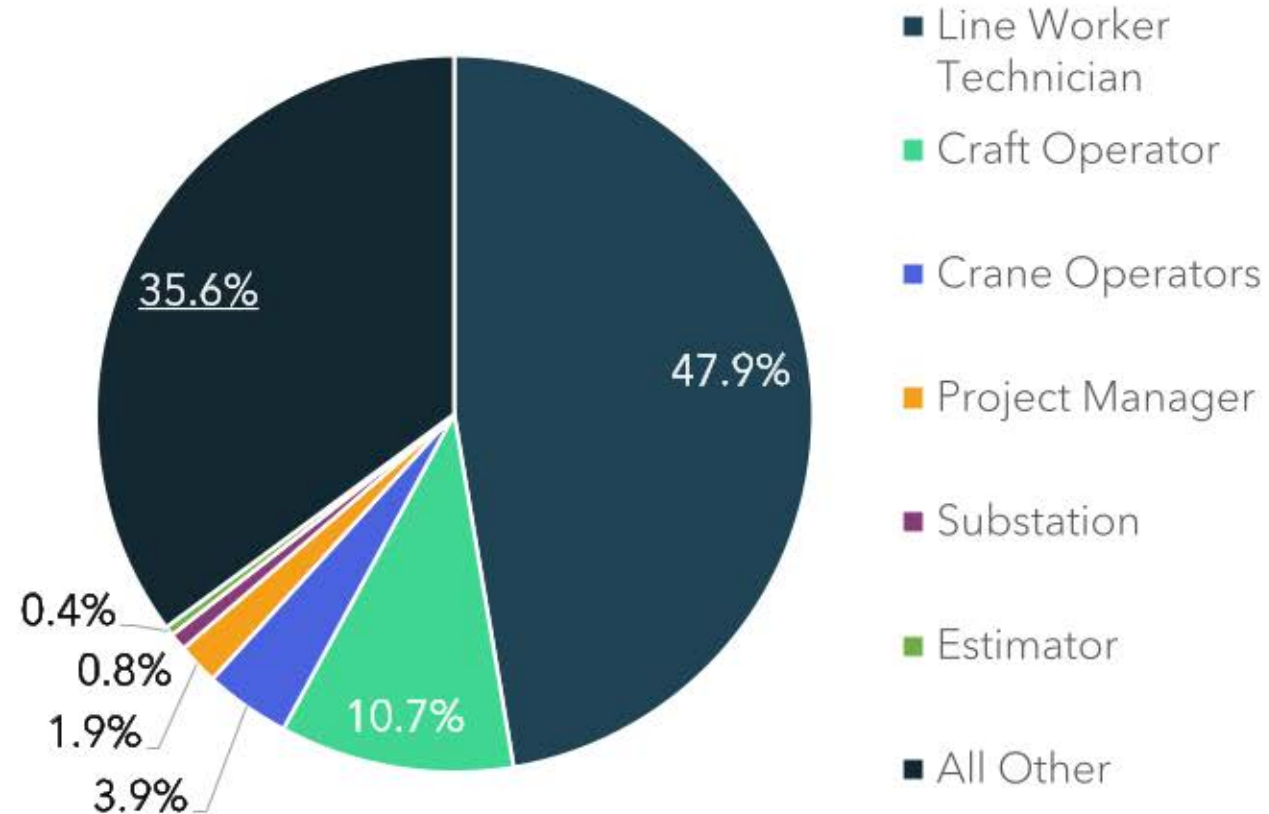
Age Distribution Total Company Contractors



26% - Gen Z
34% - Millennials
26% - Gen x
14% - Boomers

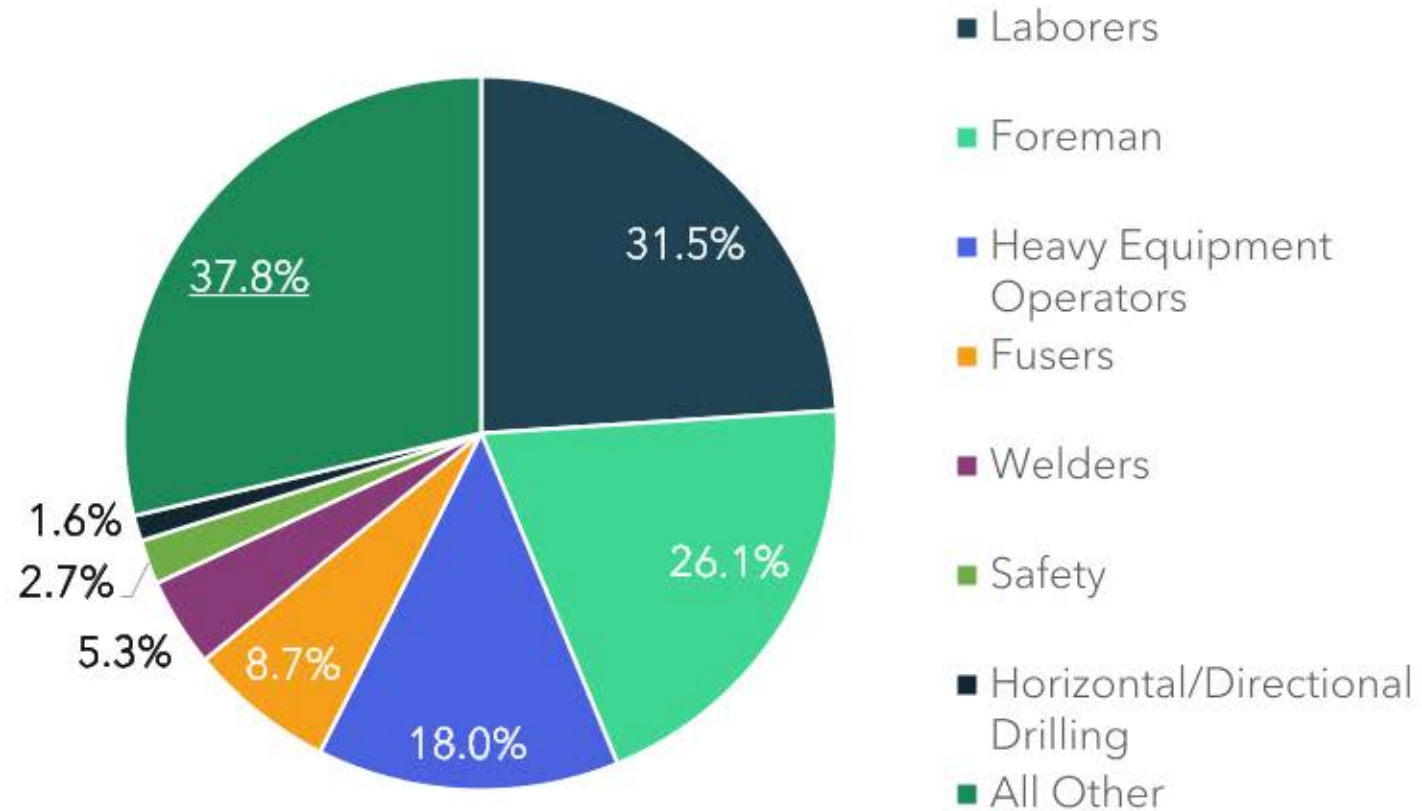
Electric Contractors Key Jobs

Key Jobs within Electric Contractors make up **64.4%** of Workforce



Gas Contractors Key Jobs

Key Jobs within Gas Contractors make up **62.2%** of Workforce



Contractors Workforce - Composition

Veterans



Women



Minorities



2020 – Workforce Percentage of Females, Minorities and Veterans

Veterans



Veterans represent 2.4% of the workforce

1.2% are within the key jobs, with the highest percentage belonging to Laborers

Women



Women represent 6.8% of the workforce

0.35% are within the key jobs, with the highest percentage being from Safety/Quality Compliance

Minorities



Minorities represent 29% of the workforce

23.4% are within the key jobs, with the highest percentage being from Lineworker Technicians

Contractors Workforce - Hires

Veterans



Women



Minorities



2020 Hires - Percentage of Females, Minorities and Veteran

Veterans



Veteran represent 3.7% of the total hires

7.6% are within the key jobs, with the highest percentage belonging to Lineworker Technicians

Women



Women represent 4.9% of the total hires

0.65% are within the key jobs, with the highest percentage being from Laborers

Minorities



Minorities represent 29.4% of the total hires

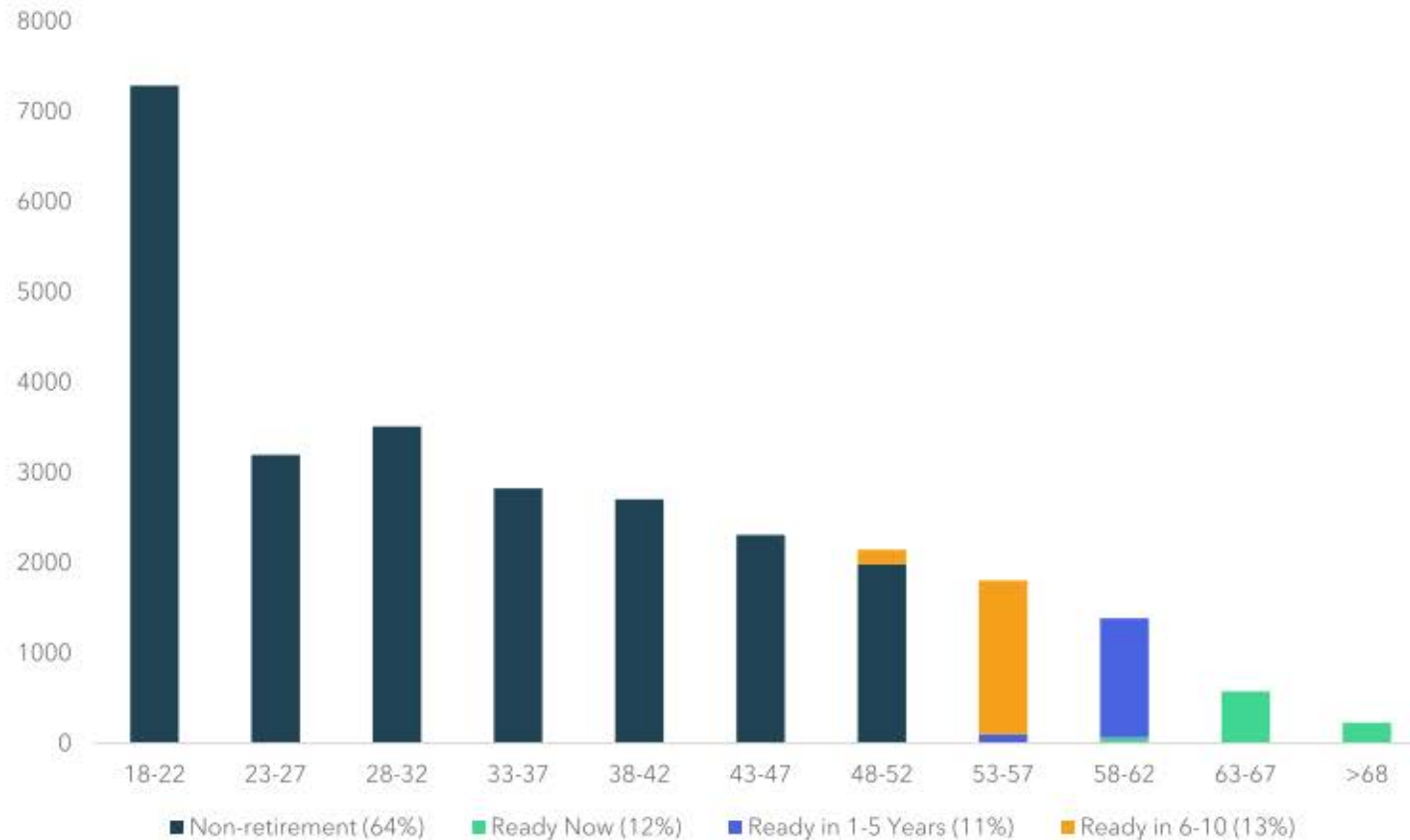
13.72% are within the key jobs, with the highest percentage being from Laborers

Contractors

Attrition Over Time - Key Jobs



Total Company Potential Replacements



Contractors Non-Retirement Attrition

Less than 5 Years
of Service



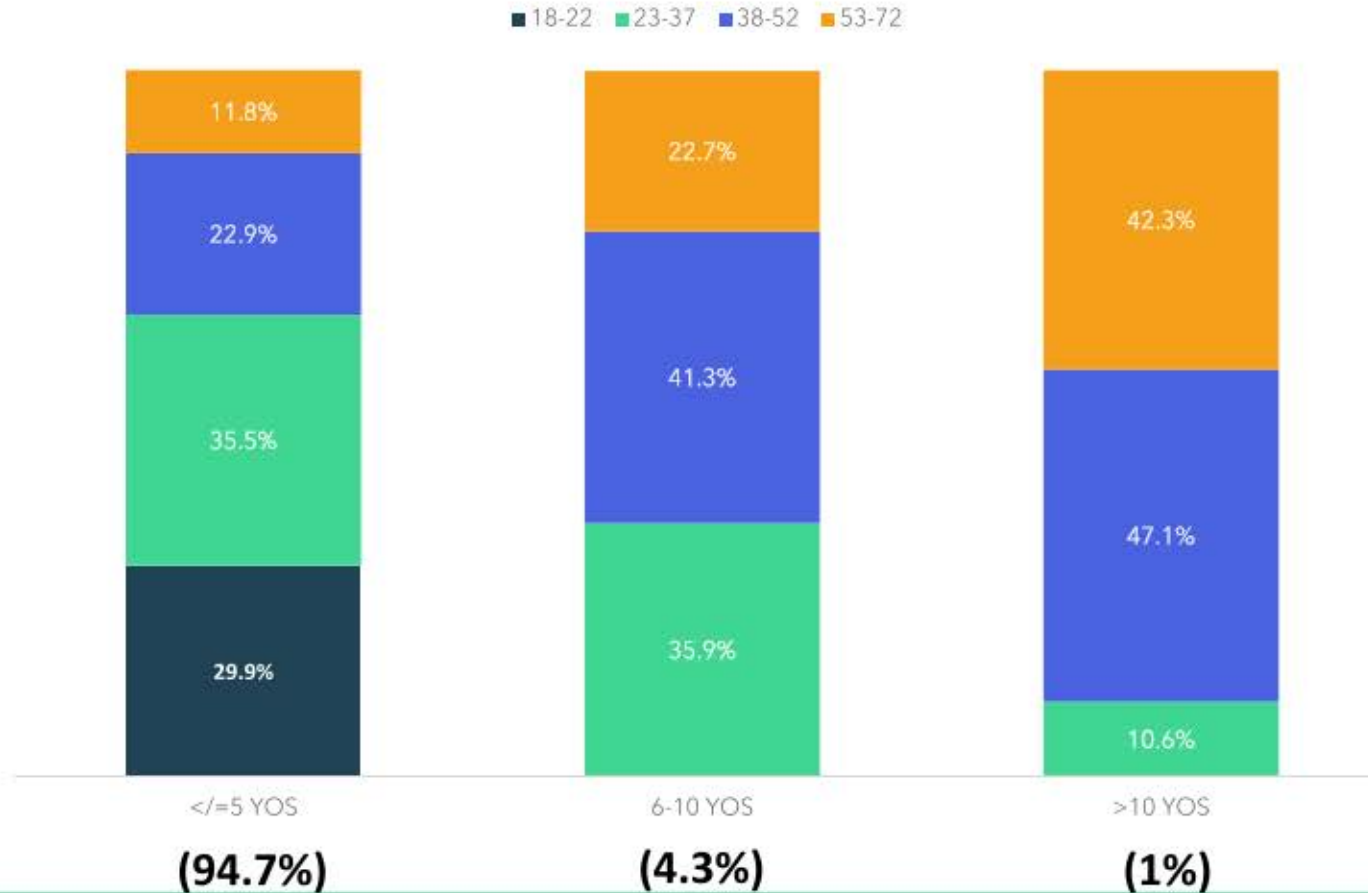
6 to 10 Years of
Service



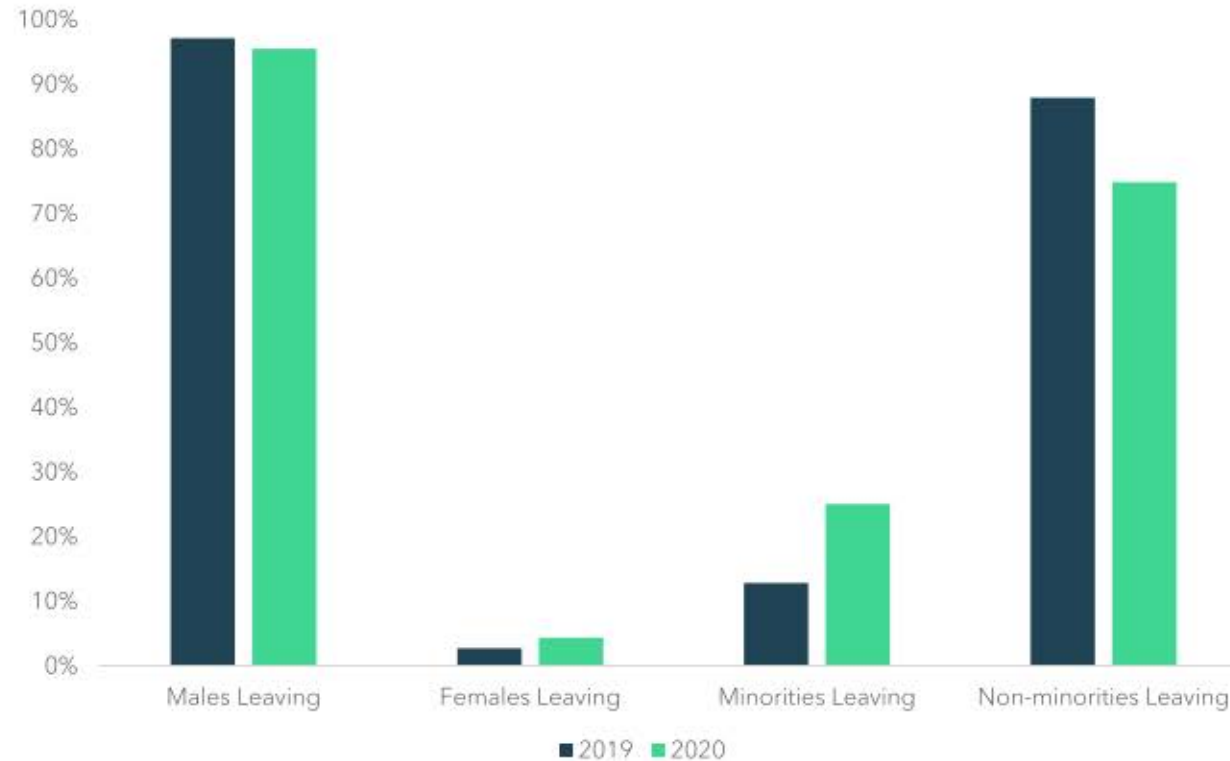
More than 10 Years
of Service



2020 Total Company- Non-Retirement Attrition

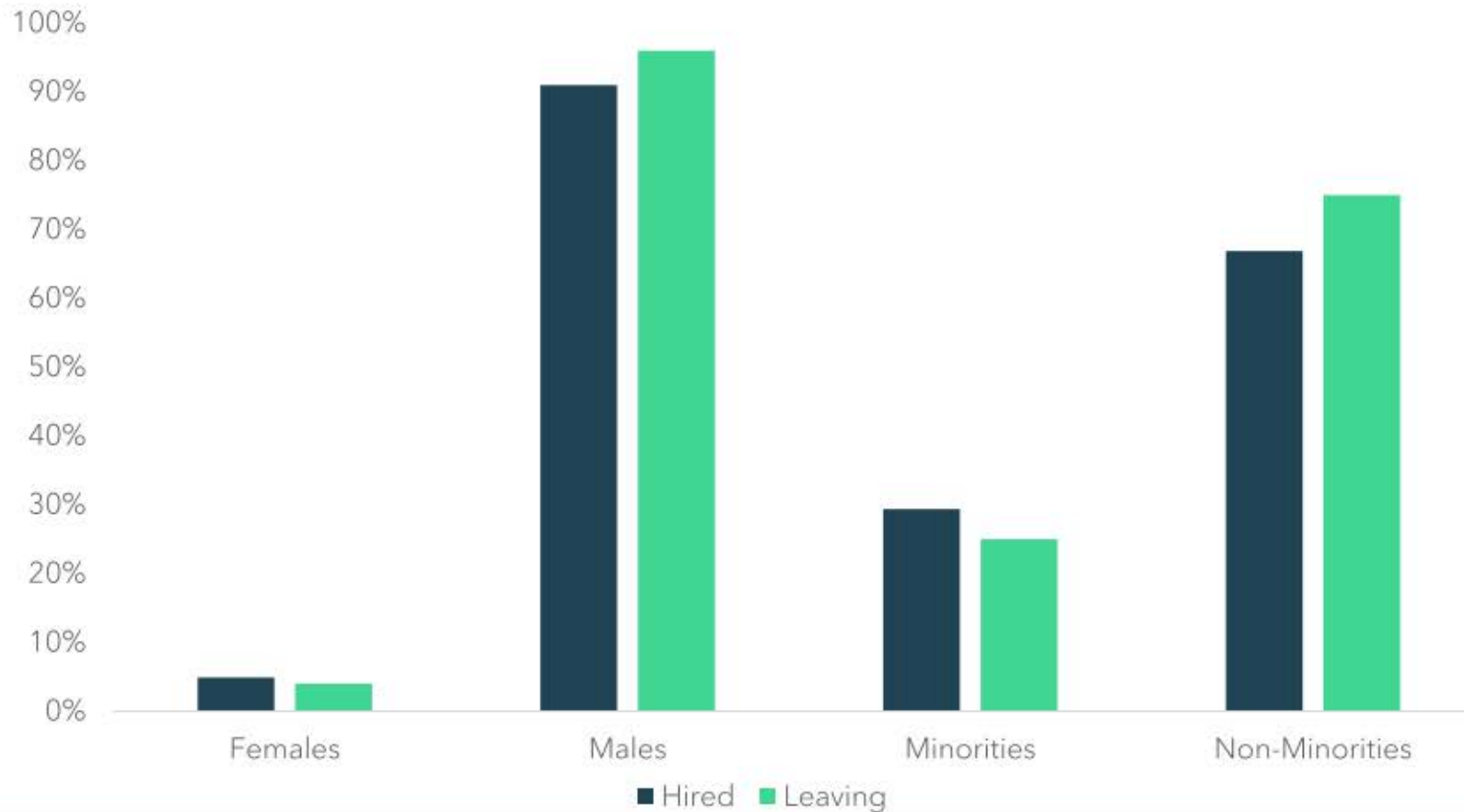


Who is leaving? And why?



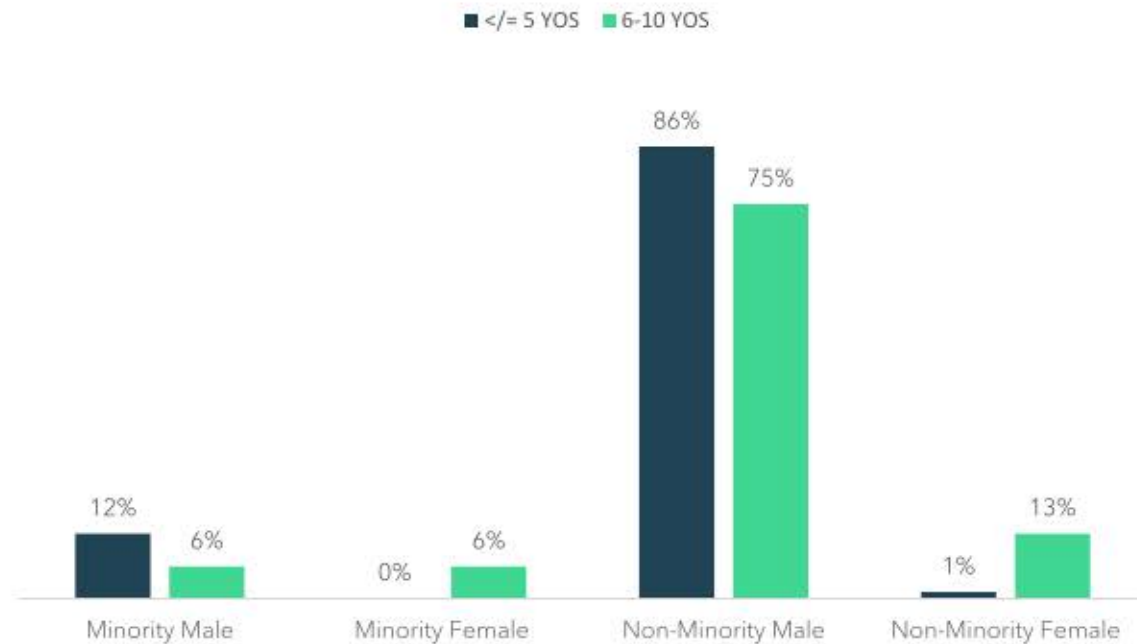
Are we making progress?

In 2020, on a Total Company basis, more women and minorities are hired than leaving.



Non-Retirement Attrition Breakdown by Key Roles Electric

2020 Line Workers/Technicians Non-Retirement Attrition Breakdown

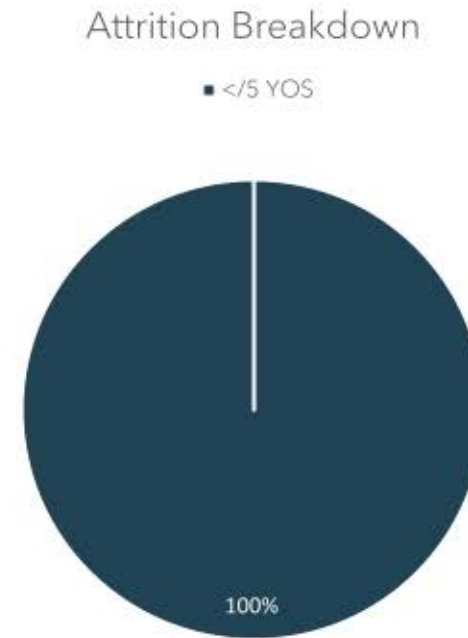


Attrition Breakdown

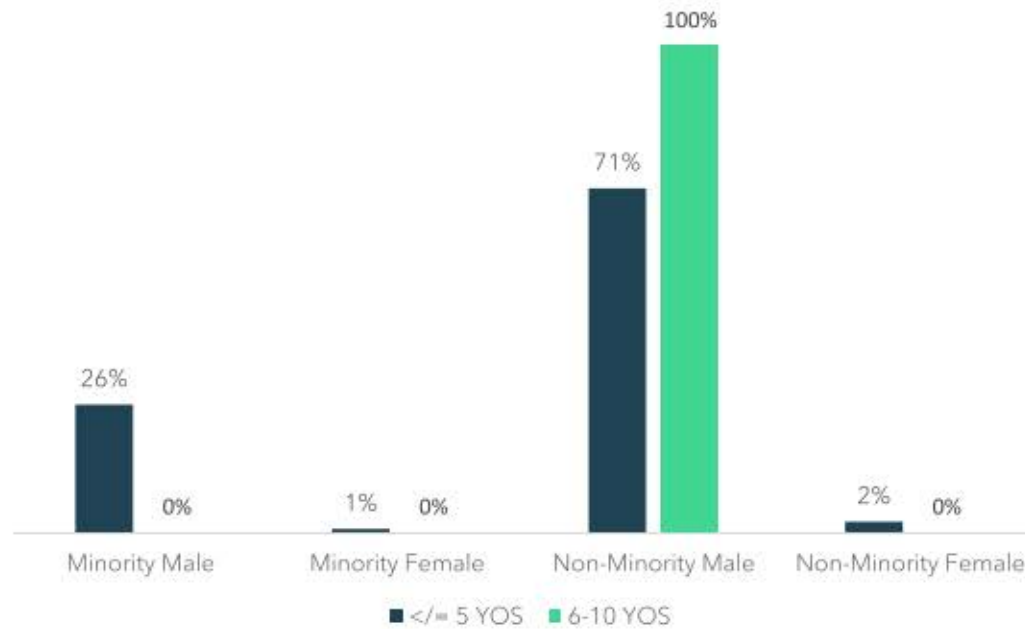


2020 Estimator Non-Retirement Attrition Breakdown

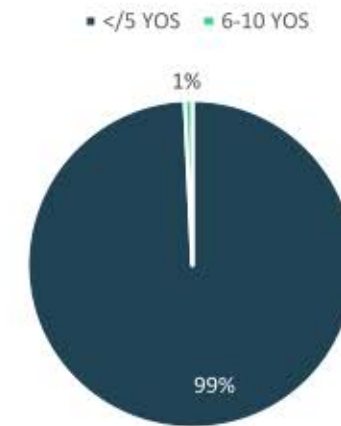
Not enough data on minority, females or non-minority females leaving



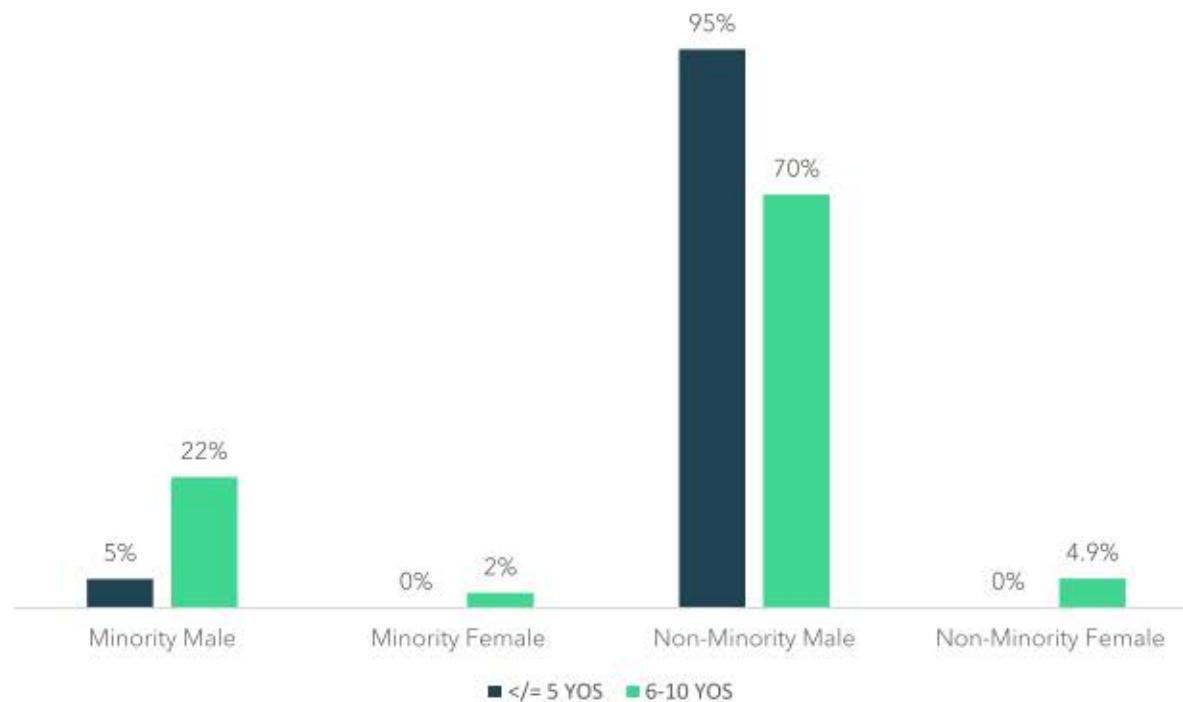
2020 Craft Operators Non-Retirement Attrition Breakdown



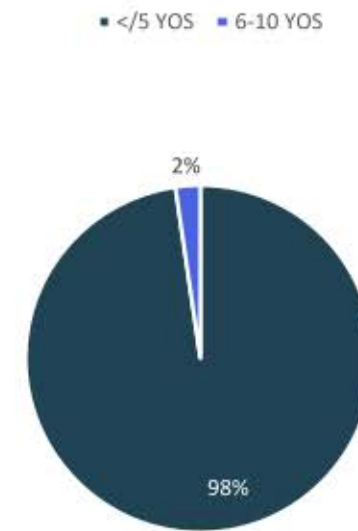
Attrition Breakdown



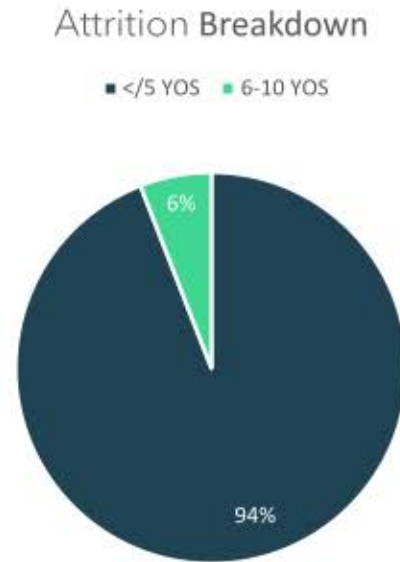
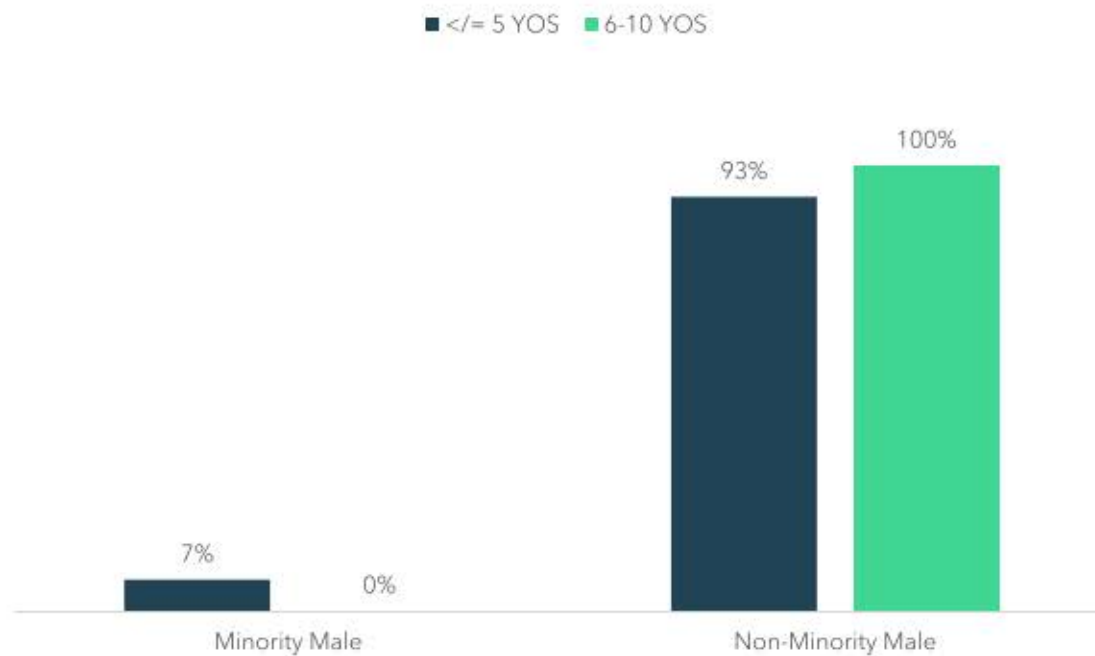
2020 Substation Technician Non-Retirement Attrition Breakdown



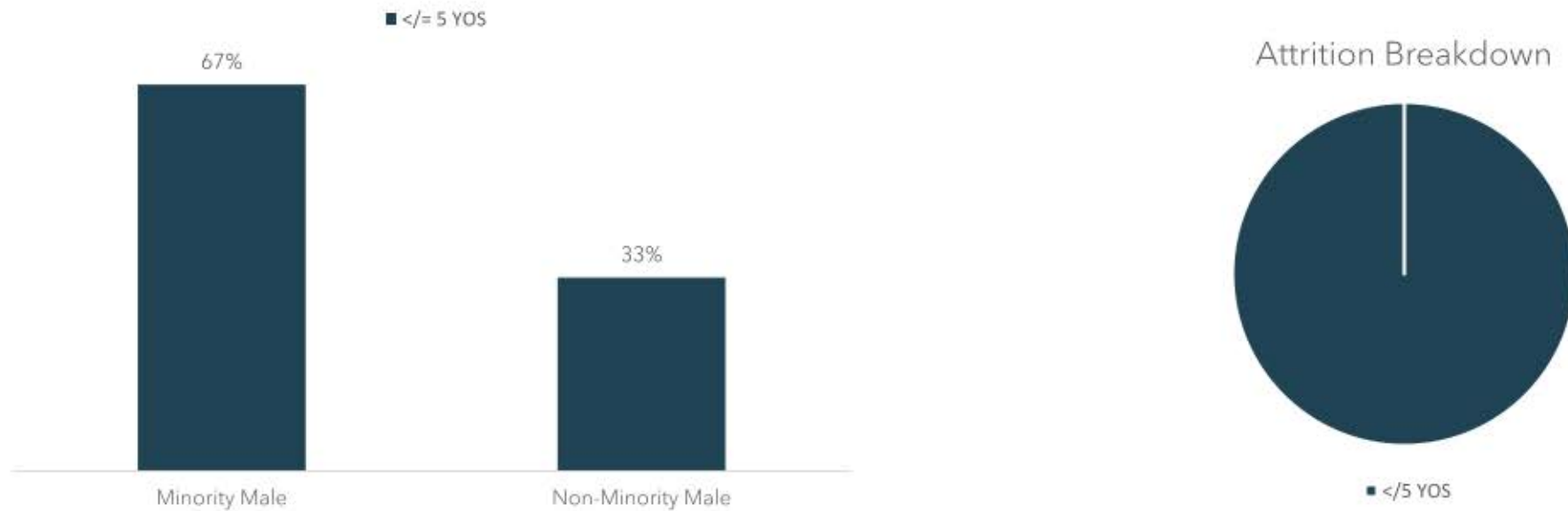
Attrition Breakdown



2020 Crane Operators Non-Retirement Attrition Breakdown

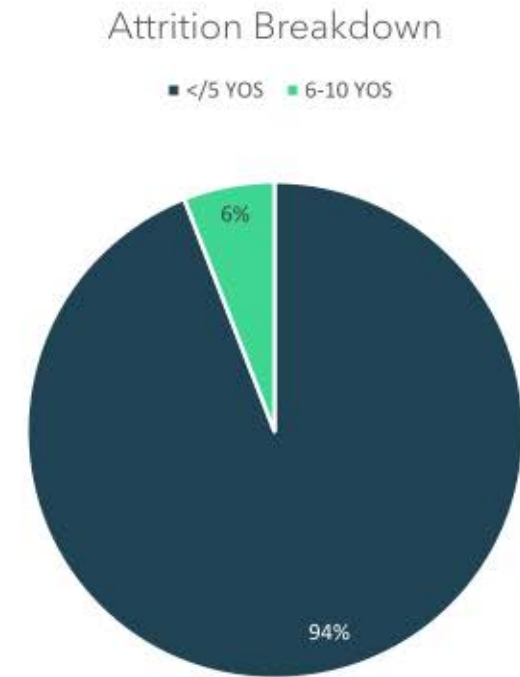
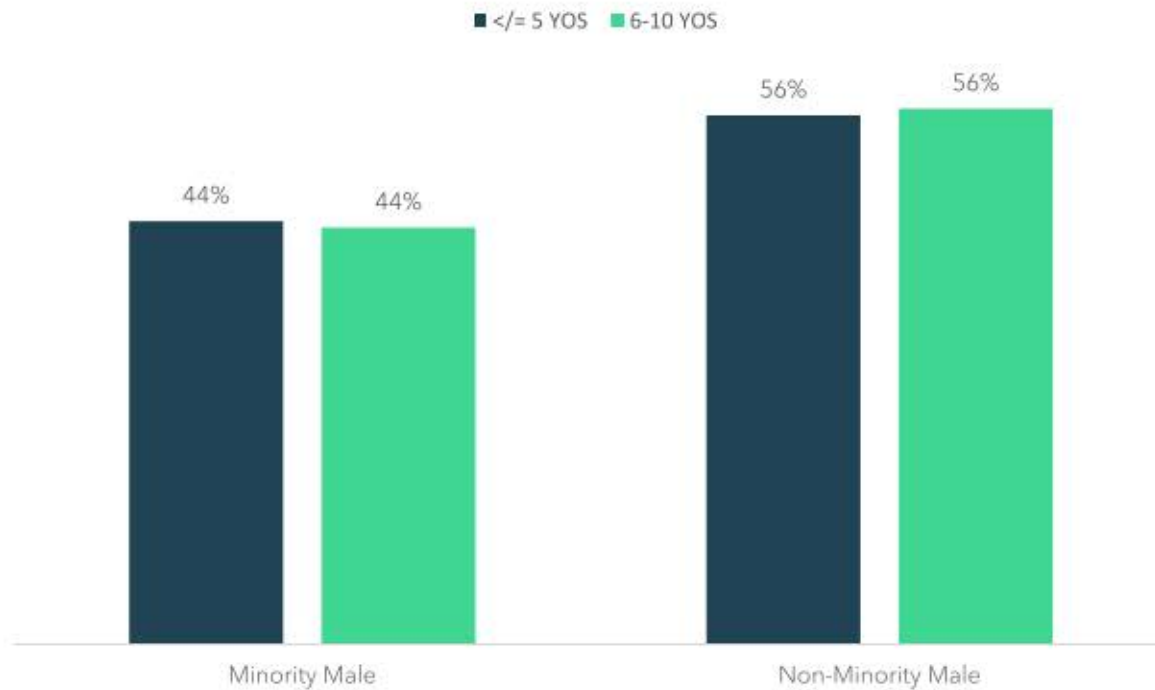


2020 Project Managers Non-Retirement Attrition Breakdown

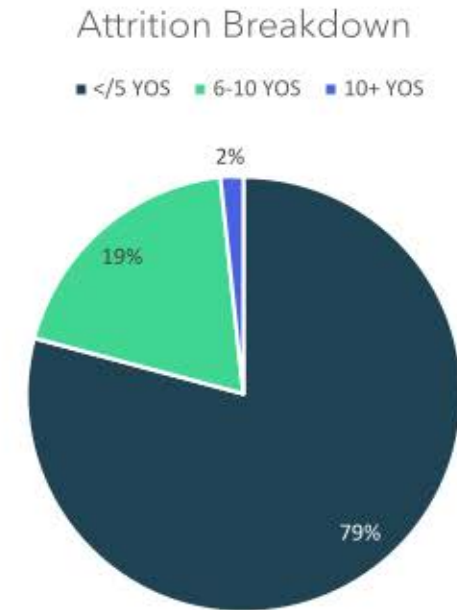
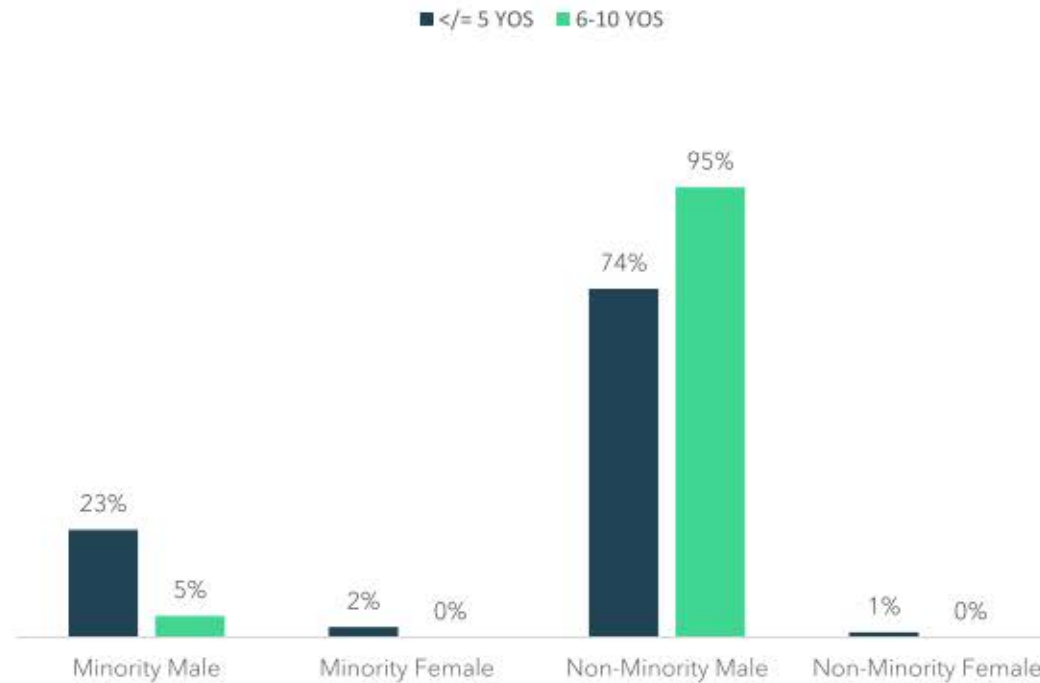


Non-Retirement Attrition Breakdown by Key Roles Gas

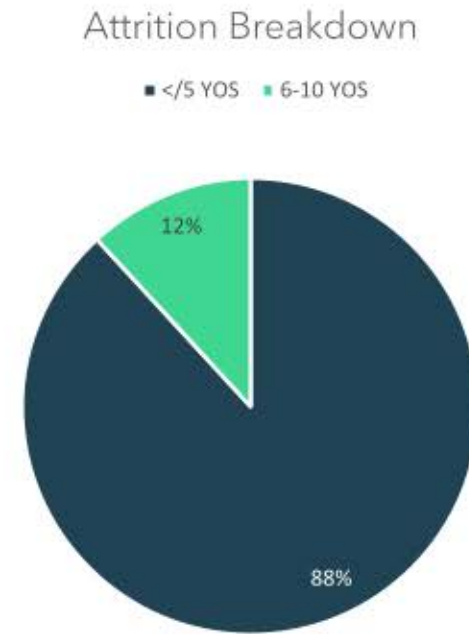
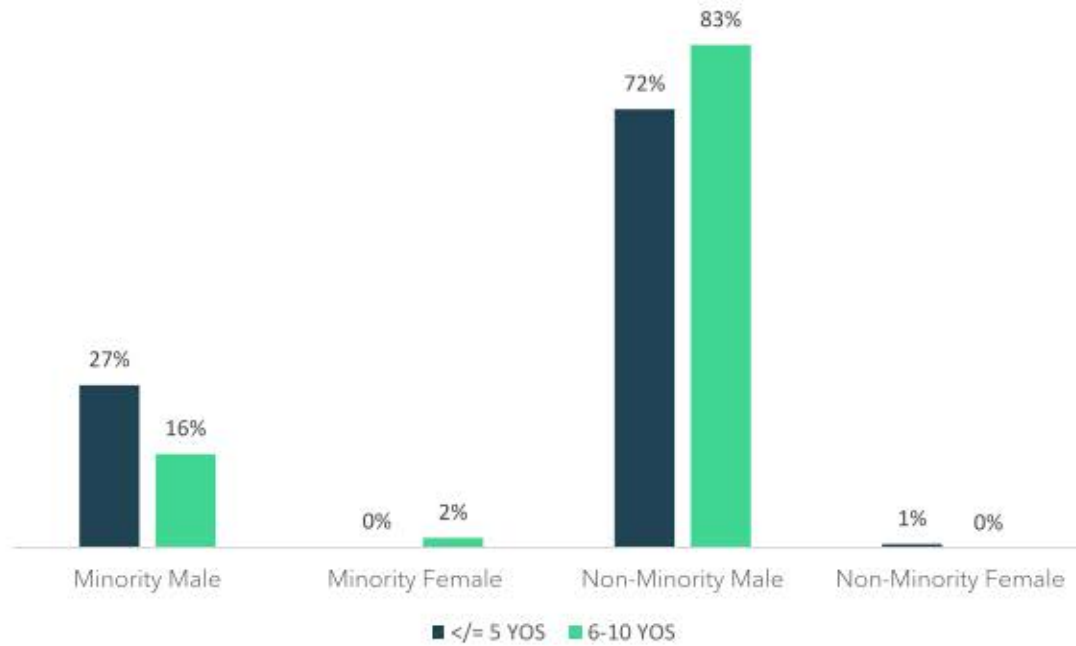
2020 Fusers Non-Retirement Attrition Breakdown



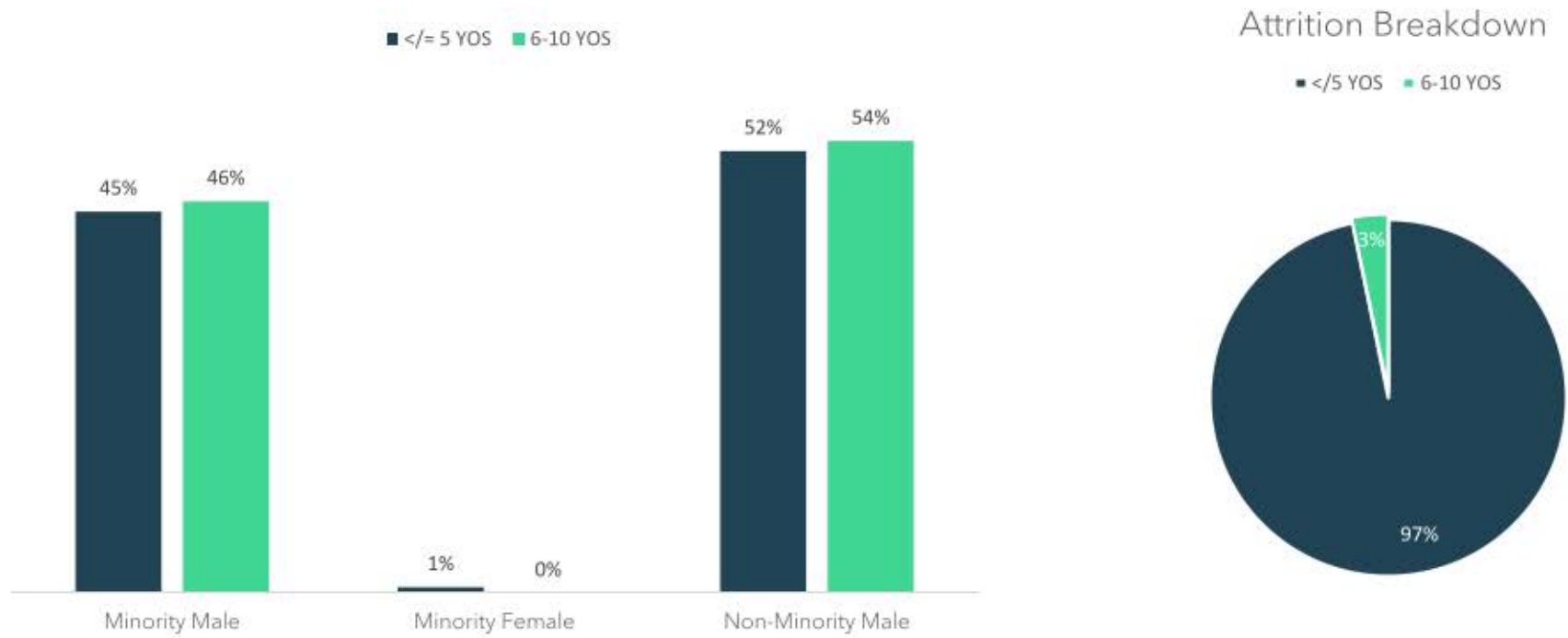
2020 Welders Non-Retirement Attrition Breakdown



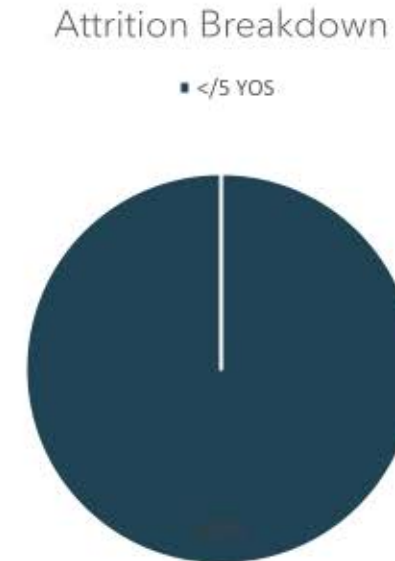
2020 Heavy Equipment Operators Non-Retirement Attrition Breakdown



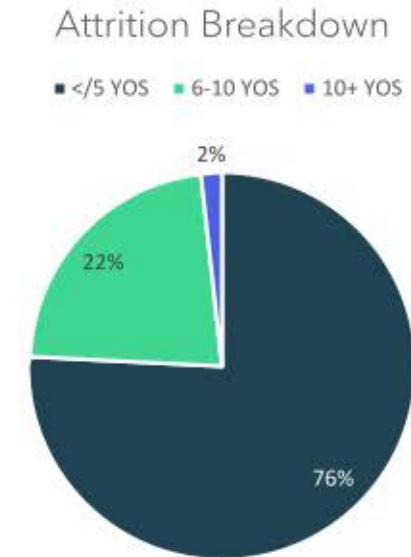
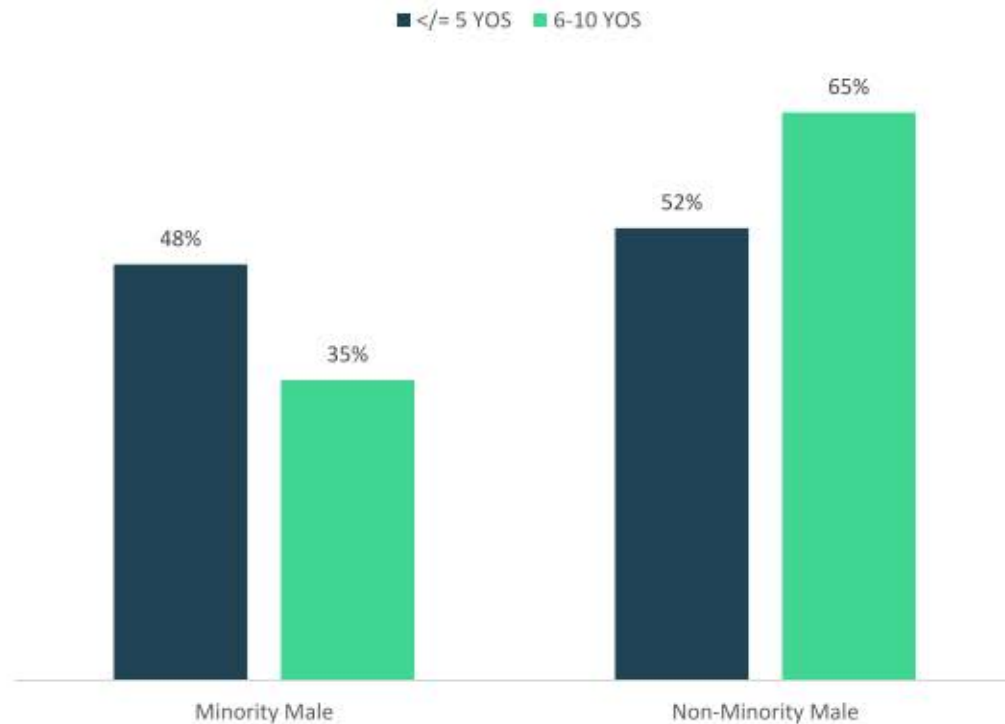
2020 Safety/Quality Compliance Non-Retirement Attrition Breakdown



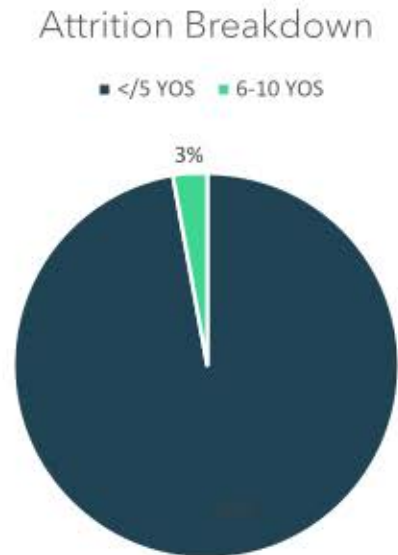
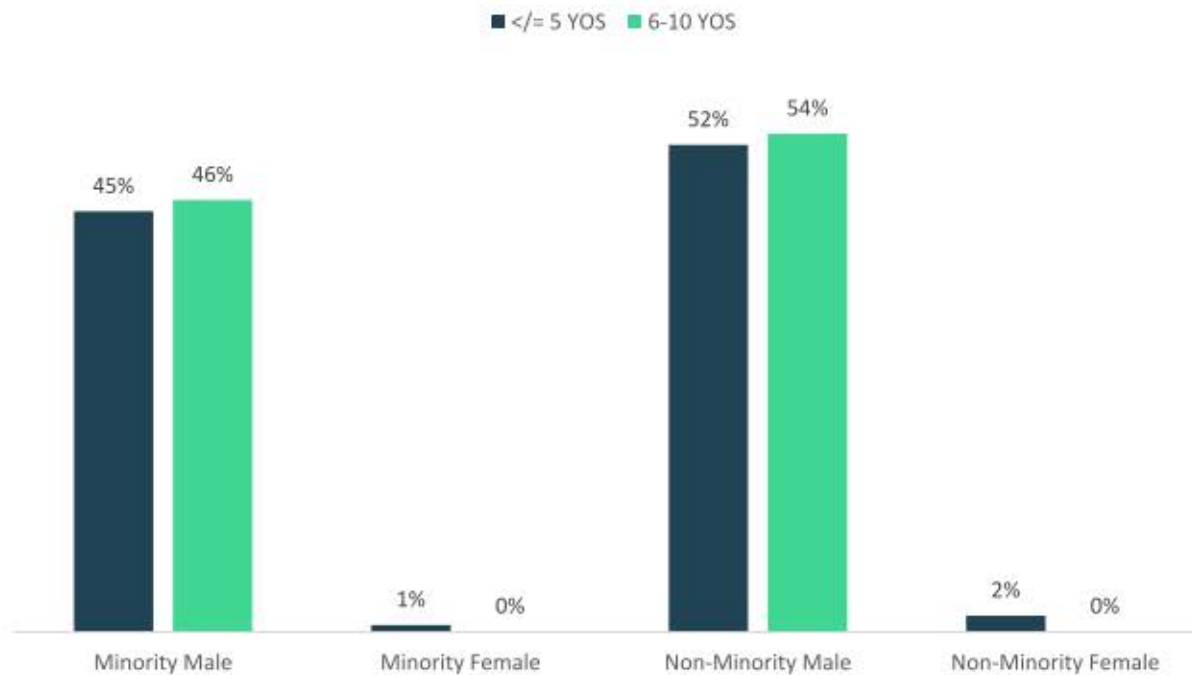
2020 Horizontal Operators Non-Retirement Attrition Breakdown



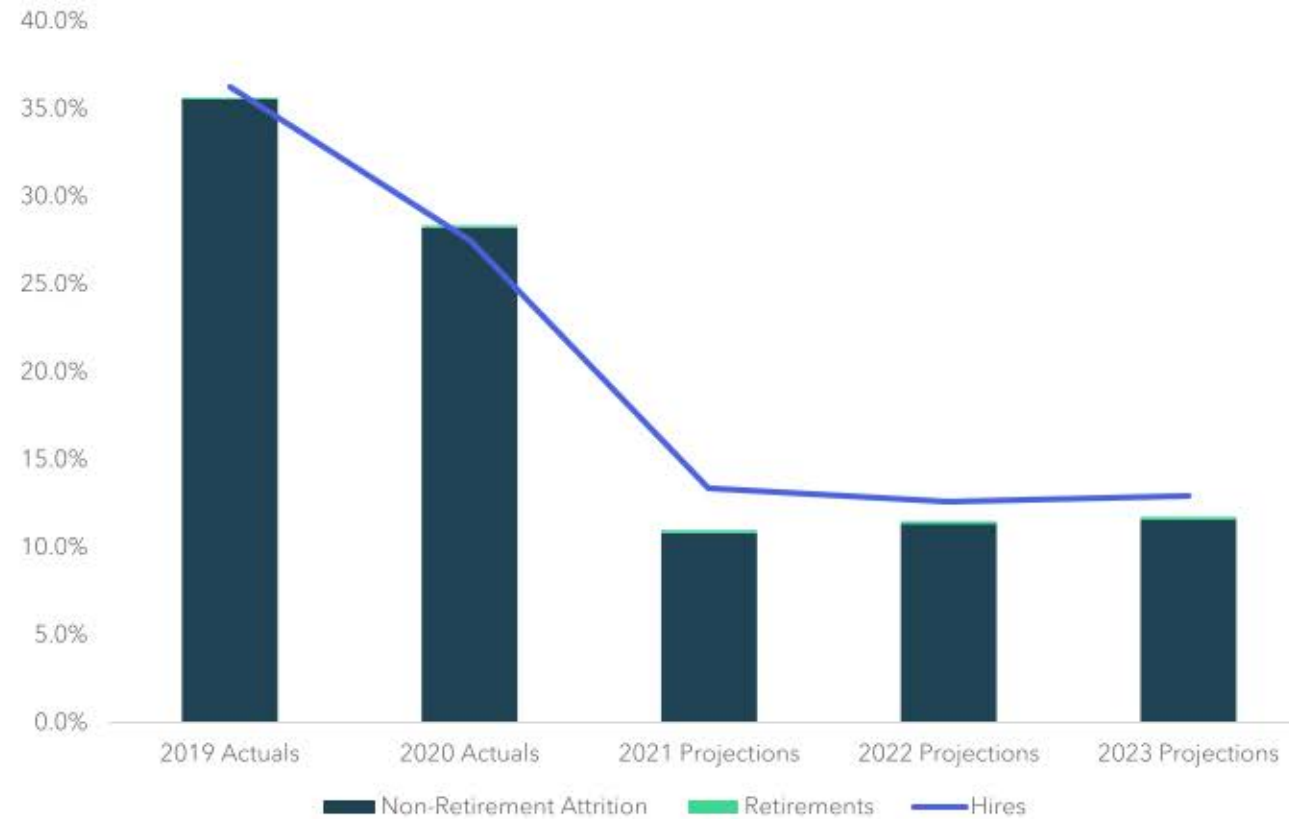
2020 Foreman Non-Retirement Attrition Breakdown



2020 Laborer Non-Retirement Attrition Breakdown



Total Attrition vs Total Hires Total Company



Hires for some Key Roles

